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OPEDA

(ORGANIZED IN 1929)

Organization of Professional Employees of the U. S. Department of Agriculture

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A REPORT BY THE EXECUTIVE OFFICER

Pursuant to the direction of the Council, your Executive Officer has endeavored to place before Congress the most convincing arguments on legislative matters affecting OPEDA's members. We have spoken, as evidenced in previous issues of the Newsletters, and we have been heard. If, however, our efforts are to be most fully effective we need a much larger membership.

Not only facts but also numbers do count. If, instead of less than 3,000 members, OPEDA had 10,000, think what a difference it would make. If the Executive Officer could stand up and say, "I represent the thinking of 10,000 professional people employed in the United States Department of Agriculture," his remarks could not be construed merely as "one man's

opinion" but would be recognized at once as "the voice of the people." (Don't miss the coupon on page five of this issue! What about a goal of at least one new member brought in by each of us?)

Herewith are two charts that depict clearly what has been happening to the pay of government employees in relation to the rising cost of living. Along with the report in the June Newsletter, these charts and the statement following were presented before the July 9 hearings of the House Committee on Post Office and Civil Service:

In my previous statement I presented evidence indicating that salaries of classified employees should be increased by at least 8.7 percent over the present levels to offset the increase

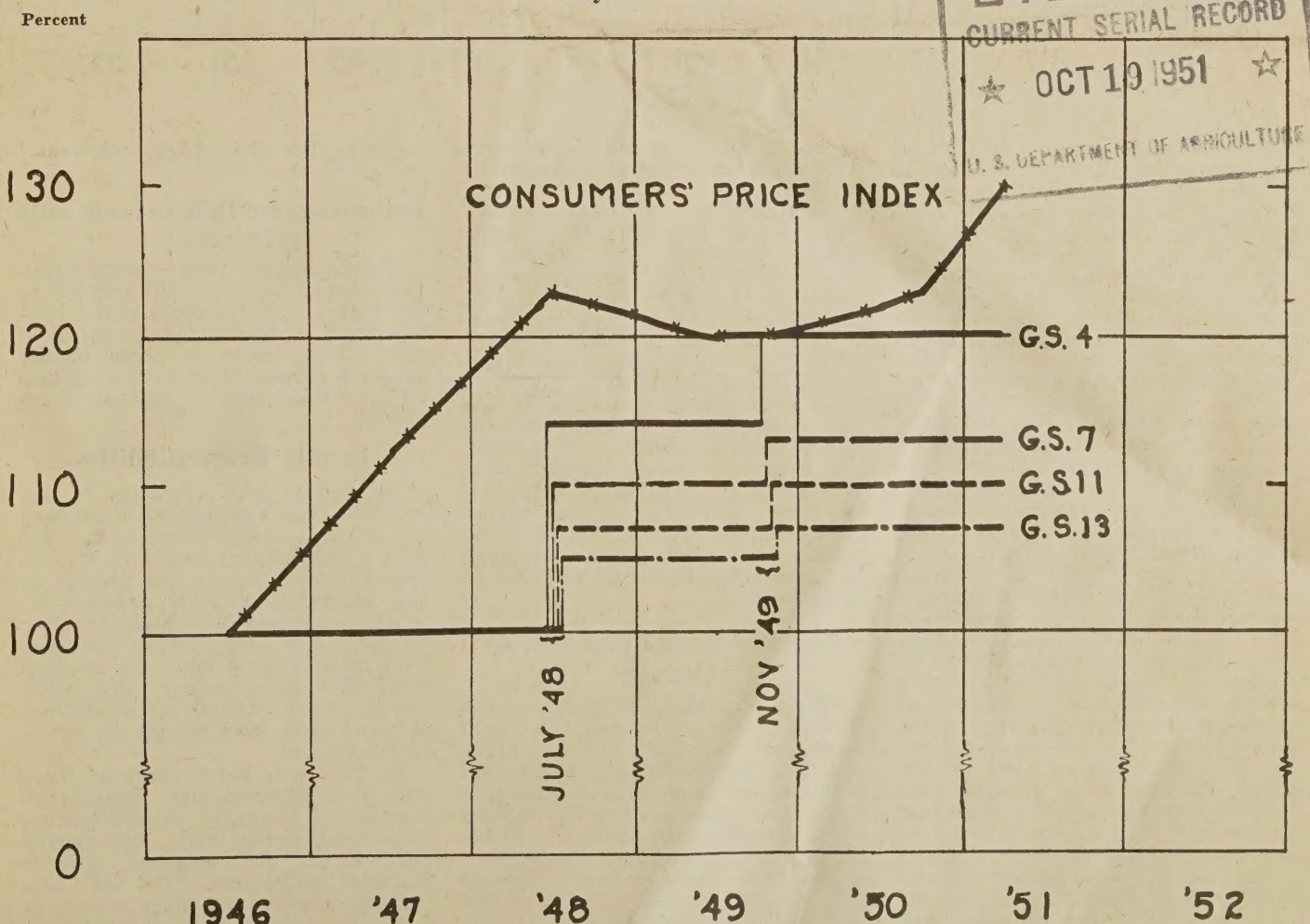
in the cost of living since the last increase, which was effective October 31, 1949. I also pointed out the inequities that have crept into the salary scales since the Classification Act, when the scales were established. This morning I should like to present two charts which will, I hope, serve to illustrate more clearly the extent to which classified workers have suffered not only from the failure of the Federal salary scale as a whole to keep pace with the cost of living, but also from the discrimination against those whose responsibilities for the conduct of Federal work are greatest.

Price Index and Salary Scales

I should like first to invite your attention to two charts. Figure 1 shows the increase in the Consumers' Price

Consumers' Price Index' and Federal Salaries for Representative Grades, 1946-1951

July 1946=100



¹July each year, Nov. '49 and Mar. '51.

FIG. 1

Consumers' Price Index' and Federal Salaries for Representative Grades, 1935-1951

1935=100

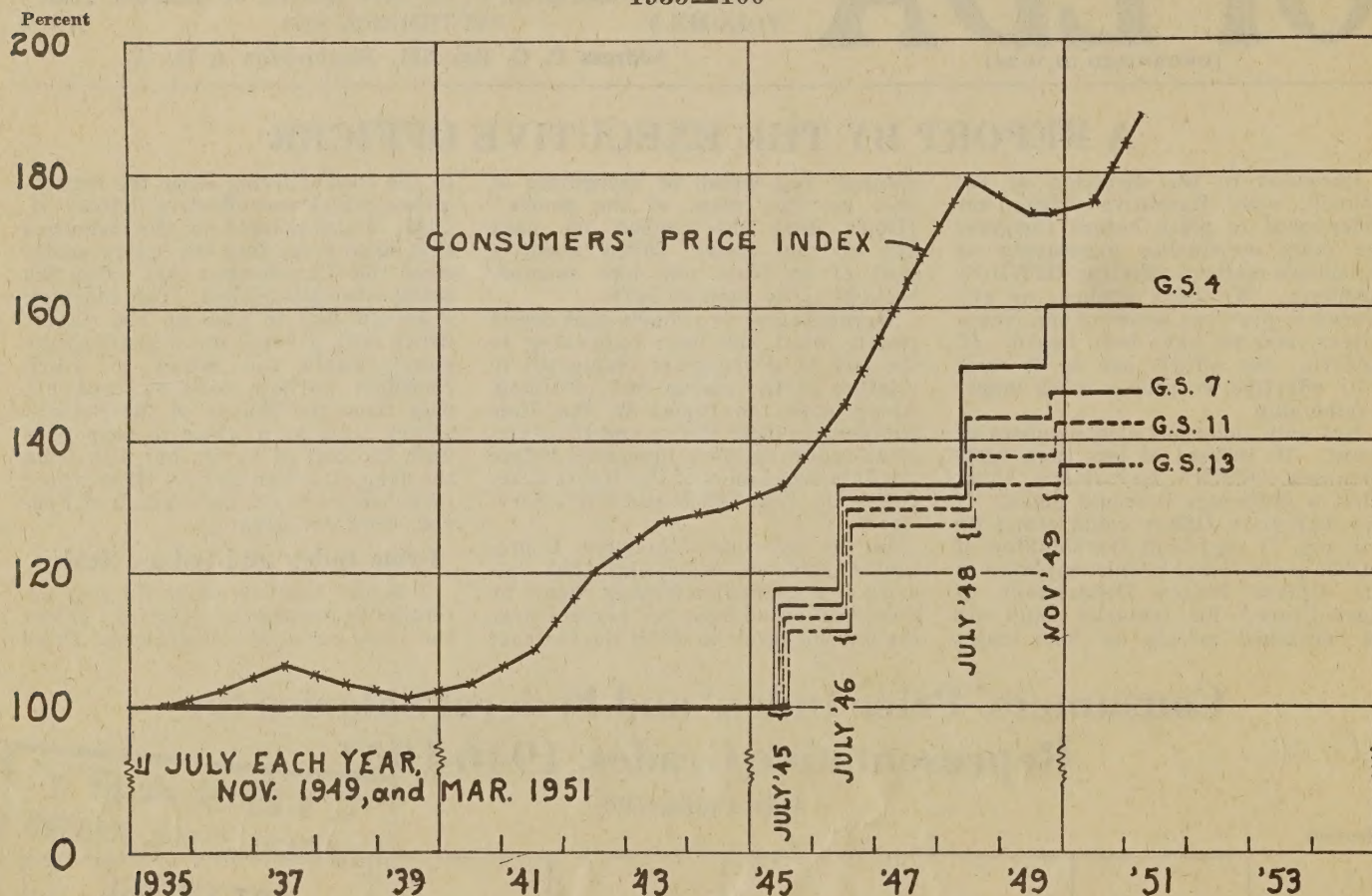


FIG. 2

Index—prepared by the Bureau of Labor Statistics and widely used in industry for equalizing pay scales with cost of living—since July 1946, the date preceding the big price rise after the close of World War II, and also the effective date of one Federal salary adjustment. It also shows the percentage by which salaries at the GS-4, GS-7, GS-11, and GS-13 levels have increased since the same date. It will be noted that prices increased rapidly from mid-1946 to 1948. Salaries remained at the July 1946 level until the next salary adjustment, which was effective July 11, 1948. By that time the Consumers' Price Index had gone up 23% from July 1946—nearly a quarter in two years. The salary increase was not adequate to offset this rise. For GS-4 the increase was 14%—a little over half the percentage change in living costs. For GS-7 the increase was 10%; for GS-11 it was 7%; and for GS-13 it was 5%. These are representative of other grades, and indicate the failure of salary increases to keep pace with the cost of living. They also indicate the discrimination against the higher grades—but even at the GS-4 level, the increase was only slightly over half the increase in the cost of living as measured by the Consumers' Price Index. As of 1951, a similar lag and discrimination are evident. At the GS-4 level, the October 31, 1946, pay adjustment approximately restored equality with 1946 for the GS-4

group, but this equality was short-lived, and higher grades lagged behind.

Figure 2 carries the same comparison back to July 1935—a period which antedated the inflation of World War II and post-war conditions, and which represented an adjustment from the depressed conditions of the early 1930's. It may also be thought of as representing a date somewhere near the beginning of the careers of many people who have now reached something like maturity in the Federal service. This chart, like Figure 1, shows clearly the lag of Federal salaries behind rising living costs. Over this 15-year period, GS-4 salaries have risen 85% as much as living costs. GS-13 salaries have risen less than half as much as living costs.

Pay Standards Progressively Reduced

This means that the people of the United States are asking those who administer their laws and who carry out their Congressionally established programs to do so at pay standards which are being continually reduced when measured in terms of what their salaries will buy.

The 8.7% increase now requested will not restore the cumulative lag that has characterized the last 15 years—it will merely offset price increases since October 31, 1949. But

anything less than 8.7% will clearly be inadequate.

Percentage vs. Dollars-and-Cents Increase

This brings me to my second point. It is sometimes said that persons in the higher classifications do not need as great a percentage increase to offset living costs as those in the lower brackets—that a flat dollars and cents increase is all that is required.

Family Responsibilities

We believe that advocates of this viewpoint are overlooking some very important considerations. In the first place, many persons in the so-called lower brackets are persons at the beginning of their careers—recently graduated from high school or college, often single or, if married, with both husband and wife working and drawing a salary. In other words, their family responsibilities in many cases have not begun, or are just beginning.

On the other hand, many of those who have attained higher grades as a result of increased responsibilities, superior training, skill, and experience have also acquired greater financial obligations. The wife who initially worked now must remain at home and take care of the children. For others, the children are in college, and it is well known that costs

of higher education have jumped along with other costs. In some cases also, such families have parents who have become elderly and must be given financial help or even full support. In other words, the number of dependents upon a single salary tends to rise; not only is the possibility of multiple earners in the family being diminished, but the number of claims on the single earner tends to rise.

Income vs. Taxation

Again, income taxes rise for higher incomes, with the result that higher salaried employees in Government get pinched from both directions. Not only have their salaries failed to rise in proportion to their living costs, but their tax burden has increased in far greater proportion than for persons in the lower grades. If continued, it cannot do other than react most unfortunately upon the caliber of the

employee who is attracted to the Federal service.

Principles of Personnel Management

Finally, discrimination of the sort I have been discussing is contrary to accepted principles of personnel management. It has long been recognized—indeed it may almost be considered a tenet of our system of free enterprise in a capitalistic economy—that superior ability, responsibility, and training should be rewarded proportionally. If this is not done, the exodus of top-flight administrators and scientists from the Federal Service may be expected to accelerate and the services rendered by the administrative agencies to deteriorate as time goes on.

It is our hope, and I know it is your goal, to see that the business of the Federal Government is conducted efficiently and effectively. The taxpayers have a right to expect that this will be done.

HUTCHINSON SPEAKS

At a recent luncheon meeting Assistant Secretary Knox T. Hutchinson spoke on "Organization for Effective Agricultural Programs." Among the points brought out in the address were his impressions of the objectives of OPEDA, the committees on economic, professional, working, and public service criteria, and the Organization code of ethics in their relationships with the objectives of the Department of Agriculture. He said further that whether it is the case of an individual, a group, or a machine, each must be maintained in its optimum working condition if the best service is to be rendered and maintained. Moreover, there is nothing essentially selfish in an individual's seeking reasonable economic betterment as long as the main purpose is to do a better job. If we were primarily out for material gain alone most of us would undoubtedly long ago have sought employment elsewhere; service in government pays off best when it is done in the *spirit* of service.

Administration is an essential part of the job Agriculture has to do, but it cannot be done by pressing buttons or by a few individuals only. It is a

task that calls for teamwork all along the line. The directives and operations involved in such teamwork should not stem from the higher officials alone. For greatest effectiveness it must be a two-way affair, participated in at all employee levels. The Department is concerned with recognizing ability and in obtaining suggestions wherever they can be found in the selecting of fields of work to be followed, in obtaining technical and practical results that can be carried out on the farm, and in promoting among the farmers the improved methods that have been developed.

In government employment the product is the service we render. The nearer we can measure up to the results desired by our employer, The Public, the nearer shall we approach the ideals we are seeking. We must look upon management as one means to a better job of serving this public. We must put man before machinery; we must induct into service and train the best men and women we can find; we must be willing to accept new ideas and responsibilities; and, finally, we must always be on the alert for changes in agricultural and social needs.

Selecting and Training Supervisors

This report summarizes briefly the results of a study by the *Working Criteria Committee* on finding ways to develop attitudes in OPEDA members relating to a more careful selecting and training of employees for supervisory and executive positions. The summary was prepared by Richard S. Schmidt, Jr., a member of the committee.—Carl C. Colvin, *Chairman*:

In order that top policy may be translated into an effective program, constant attention to maintenance of first class supervisory personnel is required. Administrators must recognize the value of a continuous program directed toward the proper selecting, training, informing, and indoctrinating of their supervisory staffs.

Recognition of this need by top personnel goes far toward developing a wholesome esprit de corps; but the fulfillment of a carefully developed systematic plan for supervisors not only establishes group spirit, but also creates a driving force among all personnel toward doing a better job.

Supervisors must necessarily be properly and equitably selected and in so doing recognition should be given to the fact that skills of an outstanding worker are often not the same skills useful to a good supervisor. They must be trained to recognize that their duties differ from those of their subordinates, thus implying a thorough understanding of the duties and responsibilities of both: They must be kept informed of overall policy, for no basic policy or

change will be accomplished without everyone affected knowing of it and having a part in it: Finally, they must be indoctrinated with respect to the purposes for which their best performance is demanded in order that through them all personnel may develop a sense of belonging and of personal contribution toward worthwhile objectives.

This systematic approach to the supervisory problem would not be complete unless it included a warm receptiveness of top personnel toward ideas and suggestions that generate from subordinates. They should be encouraged, facilitated, and used.

'Opeda' Under Social Security

Under a ruling of April 12, 1951, from the Deputy Commissioner of Internal Revenue, OPEDA has been placed under "Section 101 (1)" of the Internal Revenue Code. Under this ruling, OPEDA continues to be exempt from Federal income and employment taxes, but under a further ruling of April 23, 1951, the Collector of Internal Revenue states: "... Wages paid to your employees in excess of \$45 prior to January 1, 1951, per quarter, and in excess of \$50 per quarter subsequent to such date, are subject to deductions under the Federal Insurance Contributions Act (January 1, 1937) ... Kindly furnish this office with the date upon which the first taxable wages were paid under the above circumstances and this office will furnish you with the necessary returns." This letter added, further, "in this connection, you are advised that office letter dated April 29, 1949, was addressed to you in error since this office was then of the opinion that you were an instrumentality of the United States Government." The 1949 letter stated: "In this connection you are advised that inasmuch as you are not subject to the Social Security Tax, the names and wages of the employees should be omitted from the Schedule A. The words 'not liable' should be placed on line 6 and 8 of the combined form and on Schedule A thereof." We were thus led to believe that OPEDA did not come under the original Social Security law.

This means that OPEDA, unknowingly, has been under the Social Security law from the date of its passage, and as official collector of Social Security deductions from its paid employees, is liable for the amounts assessed to both employer and employee beginning in 1939 (no paid employees in 1937-38).

It should be added that during these negotiations the Executive Officer had two conferences each with the local Social Security and Internal Revenue offices, and that OPEDA's legal advisor, Mr. Harry Irion, was consulted on all points involved. Mr. Irion advised that OPEDA must accept the April 23 (1951) ruling of the Collector of Internal Revenue. OPEDA's Financial Secretary, Mrs. Mildred Pullen, has tabulated the data for the 17 former and present employees who come under the act. The total liability (without interest) for employees plus

employer is \$510.56. Employees are now in process of being contacted and at this time three have expressed willingness to contribute their share of the deductions.

The total amount due the Collector of Internal Revenue as of August 1, was \$666.60, which includes the ac-

crued interest on delinquent payments. At a duly called meeting of the Executive Committee on August 2, with a quorum present, it was voted unanimously to send a check for that amount to the Collector of Internal Revenue. This was done and we trust the matter is now closed.

THE MEMBERS SPEAK

"I just want to make the comment that I appreciate the attitude taken by OPEDA officers and others connected with the organization in not only seeking to look after the economic interests of its members but, also, holding up before us our responsibilities as government employees. If this were more generally done and practiced by labor organizations, I am sure employees and the public would have much more respect for them. I believe a good motto for both employer and employee would be 'Not *who's* right but *what's* right.' Democracy cannot run on freedom alone; it must be freedom *with* responsibility."

"Unless we Federal employees get a little salary relief ere long, I am afraid this will have to be my last year."

"Reading your very fine June issue of OPEDA reminds me again that I want to actively support the Organization. Please send me the necessary application blanks, etc."

"I wish to express to you my sincere appreciation for the service you are rendering in the interests of the members of OPEDA. The statements by you in the June issue of the Newsletter are clearly expressed, forceful and informing to an exceptional degree. It is reassuring to know that our interests are in such capable hands. My compliments to you."

"I wish to express my appreciation of your statement on the question of retirement credit for employees who have participated in Federal-State cooperative programs as reported in the last issue of OPEDA. It is a fair and logical presentation of the views of us who have engaged in such programs."

"I am happy to see OPEDA take the stand it has as regards all problems; that is, to look at both sides so that we are not asking for more than is fair. At the same time, when it is fair, every effort is made to present our picture."

"Without wishing to sound cynical, I must say that, as a professional woman in the Federal Service I saw little improvement for women over the years. So little, that I saw little sense in dragging along another five years or so. Consequently, my retirement check is far, far less than that of most of my brothers in the work."

"I received my membership card for 1951. Thanks very much. It occurs to me that we as civil-service employees should express our willingness to go immediately on a 6-day week. I believe this would serve as an example for industrial workers, and make them more ready and willing to accept the longer work week. The need for munitions and supplies of all kinds for our national defense is undoubtedly of such urgency as to make it imperative for us all to put forth greater efforts and make greater sacrifices."

"Sunday provided me with a good opportunity to read the June 1951 issue, and first I would like to say that I think that it is a very good issue. The primary reason, as I see it, is because it is devoted to things in which OPEDA membership is keenly interested. These things are, leave, pay and the views of Mr. Ramspeck. I also favor very strongly the suggestion made by Mr. Kneipp that our organization can only progress if it has positive and aggressive leadership from its President and Executive-Secretary. The membership of the Advisory Council, for example, is far too large to ever expect it to initiate any very definite program of action and efforts to canvass the membership of the organization, of course, simply result in a confusion of suggestions.

"One final note, I am still buying and holding Government Bonds and will continue to do so. I merely suggest that we need to change the slogan, as given in this last issue. Why not, 'Your Government Needs Your Money—Buy Bonds.'"

"The By-Laws of OPEDA, as I recall, restrict the rights of representatives of employees from offices with a very small membership. This is a completely undemocratic and discriminatory provision which seems to me to be untenable in an organization such as OPEDA.

"I am strongly in favor of many of OPEDA's projects. I have *no desire whatever* to hold office in OPEDA but I firmly believe that *every* member should enjoy *every* privilege shared by other members. If it were not for the discriminatory provisions of the By-Laws perhaps I could interest myself in *promoting* some memberships. The OPEDA is doing a lot of good work." (At present, USDA bureaus or agencies with less than 10 members have no representation on the Council. At the last meeting this matter was discussed and a subcommittee is now working on plans for representation of some of these smaller departmental units.)

TRANSMUTATION OF IDEALS

(A reprinting from Newsletter of May 1949)

Throughout the two decades of OPEDA history there has been a constant and consistent expression of a three-fold theme: (1) for the employee a means and way of life commensurate with his or her contribution and culture; (2) for the department the highest attainable standards, facilities, and conditions of efficient professional service; and (3) for the public prompt, adequate, economical, courteous, impartial, and efficient response to the reasonable and rational needs and desires of its members. This trinity of reciprocal and compensatory elements is to many members of OPEDA the principal reason for their membership. To them an organization concerned exclusively with the promotion of the material interests of its members would have no appeal—would, in fact, be distasteful.

But were the allegation made that this three-fold reciprocal relationship was more profession than practice, the OPEDA files, over the years, hardly would constitute adequate refutation. Those files which relate to item (1) are extensive in both volume and detail; those which relate to items (2) and (3) are not. Yet the record in general makes it evident that among the OPEDA members the consensus is strongly supportive of the long prevailing theme. There is a sincere desire that professional, working, and public service criteria shall be of the highest order practicable within the department's limitations of legal authority, appropriations, and personnel.

Still, abstractions are not enough. Unless they are redeemed, pious professions can in time become negative in their consequences. To be worthwhile, ideals should be transmuted into controlling principles, minimum standards of acceptability, specific procedures, definite courses of action, projects of detailed specification. Only then do they become ponderable, measurable, subject to dispassionate evaluation. Until then the skeptic and the scoffer can give his peculiar talents effective range.

In the January OPEDA newsletter, Vol. 1, No. 1, in connection with the discussion of OPEDA's new standing committees, a tentative or initial effort has been made to convert OPEDA's long range objective into actionable or measurable terms, to be specific as to what is meant by references to better conditions for professional work or better service to the public. It was hoped that considerable numbers of members would record their personal reactions, whether of dissent or approval, but thus far few have done so. Actually, only the members of the standing committees seem to have given the subject much thought, mainly because they are worried by the implications of the outlines.

Economic Criteria

Adequacy to current conditions of:

Rates of pay:

Per diem allowances in lieu of travel costs.

Mileage rates allowed for use of private car in official work.

Reimbursement of costs incident to transfer of official station.

Safeguarding of future economic security through:

Allowance and accumulation of annual leave.

Allowance and accumulation of sick leave.

Retirement annuities commensurate with reasonable living standards.

Adequate provision of income during periods of partial or total disability.

Professional Criteria

Establishment of and adherence to truly professional standards.

Optimum opportunity for educational progress along professional lines.

As an official activity. As a personal privilege.

Assignment affording optimum diversity of experience and scientific research.

Functional. Geographic. Economic.

Classification truly expressive of real professional capabilities.

Efficiency ratings truly and minutely expressive of real accomplishment.

Personal credit for personal accomplishment.

Adequate recognition of seniority and effective service.

Promotions to positions of greater responsibility as rapidly as deserved.

Demotion or separation only where failure or default is well established.

Public Service Criteria

Sufficiency, courtesy and impartiality of service to all citizens.

Provision of technical information in adequate and understandable forms.

Recognition of all valid public needs in development of plans and programs.

Fully effective and economical use of personnel, equipment and supplies.

Avoidance of functional duplication, overlapping and conflict.

Prompt adoption and wide application of all practicable economies of administration.

A code of ethics definitely expressive of these public obligations.

Working Criteria

Adequacy of facilities requisite to satisfactory performance of assigned duties.

Research	Reference Sources	Laboratories
Offices	Equipment	Supplies

Constructive and qualified leadership, direction, and supervision.

Aides or assistants who are fully competent and qualified.

Unmistakable definitions of purpose toward which assigned duties are directed.

Clarity of specifications and instructions.

Supervisory acceptance of responsibility for supervisory decisions.

Optimum working periods and hours.

Equitable compensation for necessary overtime work.

Recognition of personal domestic circumstances when geographic assignments made.

Code of Ethics

1. Honor, always, these basic obligations:

To the American people: courteous, impartial and efficient service.

To the Government: complete loyalty, full faith, devoted to service.

To Management: understanding, support, cooperation.

To Associates and Co-workers: fairness, frankness, courtesy, opportunity, recognition, freedom of expression, moral support.

2. Maintain high standards of integrity in both personal and public relationships.

3. Encourage free expression of views of executive or

legislative proposals or decisions in matters of public policy limited only by recognition of the appropriateness of clearly identifying wholly personal opinions having no official status.

4. Accept justifiable criticism and criticize only constructively.

5. Be alert to progressive practices and techniques.

6. Keep informed of new developments and promote them through reading, study, writing and activity in professional societies and other organizations through which this can be accomplished.

7. Subordinate personal ambitions or desires to the performance of official duties.

APPLICATION BLANK

Organization of Professional Employees of the U. S. Dept. of Agriculture

P.O. Box 381, Washington 4, D. C.

Date _____ 195____

Application hereby is made for membership in the Organization of Professional Employees of the U. S. Department of Agriculture, the annual dues of which are \$2 per year and for which there is no initiation or membership fee.

Name (First name in full: Mr., Mrs., Miss, Dr.) _____

Bureau _____

Div. or Branch _____

Address _____

Title _____

Classification: GS— _____

(CHECKS OR MONEY ORDERS MAY BE MADE PAYABLE TO O.P.E.D.A.)

(SIGNATURE OF APPLICANT)

Working Criteria Committee

In response to your telephone request of August 31, I am suggesting that the following be published in the September issue of the OPEDA Newsletter:

Your Committee on Working Criteria, under the chairmanship of Carl Colvin, is continuing the work started last year. It has now been enlarged so as to have a more representative group of the OPEDA membership, as well as to insure a quorum at the committee meetings. A special project has been launched at the request of the Assistant Secretary's office which will endeavor to reveal some of the main working criteria for professional employees in the USDA, as well as what can be done to improve the working conditions so that better services may be rendered by these professional people.

It is the plan of the committee to compose five questions related to this problem and, through its members, to canvass a group of 50 to 75 OPEDA members and summarize their attitudes as thus expressed. The committee believes that through this method it will be able to reveal the attitudes of a representative group so that something concrete can be presented in response to this request.

The present committee consists of Carl Colvin (FCA), Chairman, Paul V. Kepner (EXT.), L. Kenneth Wright (EPQ), Richard G. Schmidt, Jr. (REA), Thomas L. Gaston (SCS), John L. Wells (B & F), C. O. Henderson (Pers.), Harald C. Larsen (PMA), Earl W. Loveridge (FS); and H. Rex Thomas, Anna E. Jenkins, William W. Pate, and Howard L. Hyland, PISAE.—*Richard G. Schmitt, for Chairman Colvin, who is temporarily away from headquarters.*

Public Service Criteria Committee

A predecessor committee framed seven "Public Service Criteria" and a "Code of Ethics." (See page 5, this issue.) The committees for 1950 and 1951 have taken up the matter from that point and carried on. After a number of meetings, the general subject was divided into three subassignments: (1) The professional person. (2) Organization and operation. (3) Serving the public as persons (personal relations with the public).

A general statement on the "Issues Involved in Establishing Public Service Criteria" appeared in the December 1950 newsletter. The committee had previously conducted a luncheon discussion. One objective of this meeting was to seek the views of OPEDA members as an aid to the formulation of a complete report. Fortunately, in addition to reports by committee members, there were excellent discussions from the floor; among these, the recommendations by Mr. Kneipp (March 1950 newsletter) were especially apt.

The three subcommittees are now engaged in endeavoring to convert their descriptive analyses of the above three criteria into more concrete form that could be easily grasped and acted upon.

The makeup of these committees is as follows: Carl C. Taylor (BAE, General Chairman). Subcommittee 1: Homer G. Smith (FCA, Chairman), Mrs. Margaret S. Bryant (Libr.), and Walter E. Rich (REA). Subcommittee 2: Walter H. Larrimer (FS, Chairman), and Strother B. Herrell (Pers.). Subcommittee 3: Carl C. Taylor (BAE, Chairman), Frederick W. Grover (FS), and Roy J. Burroughs (BAE).

Economic Criteria Committee

Areas that have been suggested for possible action by the Committee this year are those concerning multiple State income taxation, severance pay, and the proposed merging of Civil Service retirement with Social Security.

Adoption of the 20-day leave legislation contrary to OPEDA's petitions to Congress makes it extremely important that we give our support to the bill passed by the Senate providing for a system of graduated leave based on length of service—the latter being the only foreseeable alternative to the present law. The pay increase situation is so confused that a flat increase may be on the statute books before this gets into print, or agreement on a bill may stretch out until fall. Whatever is proposed, we are on record as supporting any bill to increase salaries commensurate with increases in industry.

It has been proposed that a study be made of family responsibilities of professional and administrative workers as compared with those in the lower brackets. Short of a detailed canvass of our membership, there appears to be little possibility of arriving at significant information on this subject. Mr. Kneipp began such a study some years ago but got such conflicting and unsatisfactory answers that the matter was dropped.

With Ralph W. Sherman (EPQ) as chairman, this Committee consists of Thomas L. Ayers (PMA-ACP), Melvin W. Buster (PMA-POU), Harry C. Diener (SCS), George E. Hanna (EPQ, formerly BAI), Eugene A. Hollowell (PISAE), Miss Madge J. Reese (Ext.), James A. Robinson (FCA), and Asa Winter (BAI).

★ Your Government Needs Your Money ★ BUY BONDS

COMMITTEE ON MEMBERSHIP

Your Membership Committee recently heard the comment from a member that the newsletter might be more effective in attracting new members to OPEDA if its style were not quite so dignified; I believe the word actually used was "stuffy." This criticism may not have been wholly merited, but the fact remains that there are a great many people in the Department who have not been attracted to membership by *something*. That "something" might, in this case, be an existing member who, although

sold on the objectives of a fine organization, is in a state of passivity. The passive can at times be converted to the active with dramatic results. We once heard of a scientist who stuck a pin in the rear end of a mule to determine the elapsed time between that cause and its effect. We would prefer to use a somewhat more moderate (if stuffy) method, such as a reward for action. You have made an investment in becoming a member. If you want a dividend on that investment, the best way to do it is to increase its

value to you, to the Department, and to the public. You can do this by increasing the effectiveness of OPEDA through active participation. An important move in that direction would be to bring in new members. Don't use the pin method! Use the form on the reverse side of this appeal. Remember that new members brought in during the last quarter of the year obtain the full benefit of membership for the remainder of the year and the succeeding year by payment of the annual dues of \$2.—*F. D. Van Sant, Chairman, Membership Committee.*